



A REVIEW OF TRANSFORMATIONAL LEADERSHIP AND ENVIRONMENT WORK QUALITY

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ABSTRACT

Objective: The purpose of this study is sought to increase our understanding of transformational leadership and the environment of quality work life. Transformational leadership is defined as a means to instigate change in persons and social systems. Effective transformational leadership influences the followers and motivates them towards achieving the targeted objectives.

Methodology: firstly a conceptual paper focusing on the approach of conducting reviews of research. However, this paper draws on a database of reviews of research formerly conducted in Transformational leadership and environment work quality. In a separate effort, the author recognized 22 reviews of research that had been published in transformational leadership and environment work quality conducted over the past few years.

Results: reviewing of the quality of research conducted in transformational leadership and environment work quality still very different in the methodological stringent. This paper presents a conceptual review that scholars may be used to guide and evaluation review of future research in the transformational leadership and work environment.

Implication: The contribution of this paper is the first to highlight the researchers needs to utilize systematic methods when conducting the review of Research in Transformational Leadership and environment work quality. It is hoped that this conceptual framework can provide methodological guidance that will enhance the long-term efforts to advance knowledge in a more systematic and coherent manner beneficial.

KEYWORDS: Transformational Leadership, Quality of Work Life, Employee, Performance, Job Satisfaction.

1. INTRODUCTION:

Simola, Barling, & Turner, (2012), clarified that transformational leadership as a kind of leadership that regulates the interactions between the parties that are concerned 'about the combined objective' such as a technique that changes to stimulate and strengthen procedures, and moral aspirations of his followers. Transformational leadership looking for affirmative shifts 'in those who follow' and achieving the required changes out of strategy and structure of the institution (Peter & James, 2013). It largely focuses on staff development and the relationship between the workers and the director, and what it means for the company (Northouse, 2010). In an organized environment, leadership is a principal force which is then possible to determine the competitiveness of the organization in the global economic environment (Ismail, et al, 2011). In the field of quality of work life which originally involved only job re-work efforts based on the socio-technical system, the method has gradually expanded to include several interferences like quality circles, suggestion schemes, employee participation, empowerment, and self-sufficient work teams. In 2010, Hosseini et al found that job satisfaction, achieving a professional occupation and equilibrium are vital to achieving quality work life, whereas good ergonomics help form a system that promotes motivation. Quality is vital to occupation improvement and is reflected in the attitude of the staff and managers. It emanates from motivation which includes fair pay, opportunities for growth, and the continued strengthening of improving employee performance to increases the quality of ergonomics of employees.

Moreover, the quality of ergonomics is concerned with the worth of the relationship among workforces and the overall work atmosphere which includes job atmosphere, the effect on the work and persons, as well as on organizational effectiveness (Talebi, et al 2012). In any institution, a high degree of quality of working life (QWL) helps attract and retain skilled staff. Ogbonna and Harris (2000) stated that organizational performance is affected by a competitive and innovative culture and results from the leadership style that consequently influences organizational performance through its culture.

2. REVIEWING OF LITERATURE:

2.1 Transformational leadership:

Transformational leadership refers to as affecting the followers through further evolution and goal development while preparing their confidence through processes specified in an implicit or explicit agreements of expectations (Liu, Zhu, & Yang, 2010). In an organization's environment, leadership is a major force playing a role in determining firm competitiveness (Ismail et al., 2011). Typical transformational leadership behavior focuses on the team by helping to resolve the conflict between individuals and increased the likelihood that personnel followers are satisfied with their jobs (Braun, Peus, Weisweiler, & Frey, 2013).

Most of the research works mentioned above are limited to Western contexts. Nevertheless, scholars in an Arab and Islamic countries are acknowledging the significance of transformational leadership due to its affirmative effect on organizations and its role in fostering better performance. This significance is accentuated by growing global concern for the role of ethics in transformational leadership and how it is supported by the Islamic method of leadership (Mohamad, 2012). For instance, El-Kahtany (2010) researched in what way leadership affects staffs from kingdom of Saudia Arabia. According to Bushra, Usman and Naveed (2011) studied staffs in the Pakistani financial segment. Likewise, Mohamad (2012), examine a sample of staffs attendance courses of MBA in Egypt. Similarly, Zahari and Shurbagi (2012) conducted their study to employees of a huge petroleum firm in Libya. Their research findings concluded that transformational leadership regarding organizational loyalty and job satisfaction is implemented definitely. Based on statistics from Pakistan. According to Rehman, (2012) and Ali, (2011), they found a strong affirmative influence of transformational leadership on the commitment. From the review of the literature, we could summarize the various components of transformational leadership and the effects of employee satisfaction, teamwork, organizational change, as well as employee performance. Table 1 lists some of the elements of transformational leadership styles studied by scholars in various organizations.

Table 1:
Transformational leadership and various organizations

Author	Title of paper	Components/Items	Type of industries	Outcomes
BE Wright, SK Pandey (2009)	Transformational Leadership in the Public Sector: Does Structure Matter?	Measuring the performance of municipal organizations	Public Sector	The impact of organizational structure on transformational leadership practices of senior management. There was no connection found between transformational leadership behaviors and two kinds of regulatory red tape.

Moynihan, D. P., Pandey, S. K., & Wright, B. E. (2012).	Setting the Table: How Transformational Leadership Fosters Performance Information Use	Purposeful performance information (performance management)	Public Sector	Checked the influence of transformational leadership on the urgent challenges imposed by public organizations to push performance management. Transformational leadership has essential direct effects on both the clearness of aim of evolution and culture and over these links. Moreover, it has an indirect effect on both the availability of information about the performance.
Belias, D., & Koustelios, A. (2014).	Transformational Leadership and Job Satisfaction in the Banking Sector: A Review	Job satisfaction	Banking sector	Transformational leadership in the financial segment was appropriate and effective and has a positive effect on several aspects, such as employee performance, job satisfaction, and job commitment.
Belias, D., Gkolia, A., Koustelios, A., & Varsanis, K. (2015).	Exploring the association between transformational leadership and teacher's self-efficacy in Greek education system: a multilevel SEM model	Teachers' self-efficacy	Greek elementary and secondary schools (Education Sector)	The influence of transformational leadership managers has offered teachers managers self-efficacy of the stability of the effect of transformational leadership in the feeling of the competence of teachers and the existence of the need to stratify the practices and behavior leading up to the primary and secondary schools in various educational contexts.
Raman, A., Mey, C. H., Don, Y., Daud, Y., & Khalid, R. (2015).	Relationship between Principals' Transformational Leadership Style and Secondary School Teachers' Commitment.	Secondary school teachers' commitment	Malaysian secondary school teachers' commitment (Education Sector)	Determine the link among transformational headmasters and teachers' commitment in secondary schools in Kedah. The results showed statistically significant differences between transformational headmasters and commitment of teachers to do with school principals. The inspirational dimension to motivate leaders was the area of transformational leadership.
Pahi, M. H., & Ab Hamid, K. (2015).	The Examination of the Influence of Transformational Leadership over Commitment to Service Quality: A Case of Hospitals of Sindh, Pakistan	Commitment to service quality	Health sector in Pakistan.	This study concentrated on the link between transformational leadership style and commitment to service quality between the medicinal crew of Sindh in Pakistan. The outcomes set an affirmative correlation among transformational leadership to a large extent and the commitment to quality of service.
AY Waziri, KN Ali, GU Aliagha,(2015)	The Influence of Transformational Leadership Style on ICT Adoption in the Nigerian Construction Industry	Communication technology	Construction industry	This research evaluated the impact of transformational leadership to approve information technology in the construction industry. Outcomes powerfully supported the existence of the affirmative and direct association with the hypothetical path coefficient of 0.79.
Lehmann-Willenbrock, N., Meinecke, A. L., Rowold, J., & Kauffeld, S. (2015).	How transformational leadership works during team interactions: A behavioral process analysis	Communication dynamics during team interactions	Automotive supply industry in Germany	The findings showed that the multi-level transformational leadership was positively influenced and was connected in communication, problem-solving function by the team members.
Noor, A. (2015).	Effects Of Transformational Leadership, Personal Value, Job Satisfaction On Lecturer Performance	Personal Value, Working satisfaction, Lecturer Performance	Education sector in Indonesia	The effect of transformational leadership on individual standards, job gratification on professor performance was assessed in this paper. Outcomes of the hypothesis in this research were: (1) Transformational leadership has positive effect on individual worth (2) Transformational leadership does not have positive effect on job satisfaction (3) Individual value has a positive effect on job satisfaction. (4) Job satisfaction and individual values have positive effect on the performance of the lecturer.
Smith, R. (2015).	Advantages and Barriers to Transformational Leadership Implementation in a Scientific Laboratory.	Job satisfaction, job performance, organizational commitment, and survivability	Education sector, Scientific Laboratory.	Leaders in science laboratories, which applied these outcomes and the implementation of more effective leadership may affect social change through increased job satisfaction and subordinate's performance, thus improving organizational survival and mend the status quo.
Bormann, K. C., & Rowold, J. (2016).	Transformational Leadership and Followers' Objective Performance over Time: Insights from German Basketball.	Development of performance measurement	Sport sector in Germany	Measuring minded mentors president of transformational initiative in the individual forecasting, and enhance execution estimation. Explanatory conclusions help the legitimacy for transformational heading in the setting for sports.
Pourbarkhordari, A., Zhou, E. H. I., & Pourkarimi, J. (2016).	How Individual-focused Transformational Leadership Enhances Its Influence on Job Performance through Employee Work Engagement	Job Performance	The national state-owned mobile telecommunications firm in China.	To study the direct impact and indirectly transformational leadership which individually concentrate on the performance of the useful task rating of the leader. The empirical outcome from the data provides evidence exposed which individual-focus TL and employee work engagement, was the positive correlation with Job Performance, the mediator effect of EWE on individual TL with JP

2.2 Environment Work Quality:

The notion of quality of work life emerged in scientific journals in the 1970s. The quality of working life does not mean only monetary aspects, but employment conditions, conflicts between individuals, work stress, lack of freedom, and lack of hard work. It is associated with a comprehensive program to develop employee satisfaction. The quality of working life is considered from the necessities and needs of the working environment, and design jobs of workers in the workplace. It relates the quality of working life with job satisfaction, participation, employment, production, health safety, and occupational safety (Kulkarni, 2013).

According to Chandranshu Sinha (2012), there are twelve major components in the quality of working life. These components are working to produce the most treasured assets of the organizations (employee). These factors are also useful to acquire a competitive feature in the market. These elements are communication, career growth, maturation, regulatory compliance, regulatory, emotional support, flexible working arrangements, culture, family and employee motivation, organizational culture and climate, organizational backing, and engagement. Measuring the quality of working life will have an impact on increasing the positive attitude of the staff from their work and towards the company, improve productivity, increase employee self-motivation, and increase the effectiveness of the company's competitiveness in the face of global companies (Tjahyanti, 2013). A good quality of work life will create employees that are qualified, committed and dedicated to their tasks, which, in turn, can improve the functioning of staff (Haryati, 2012).

The quality of the work environment results from robust and effective leadership skills. The workplace guarantees the quality of leadership and facilitates the goal of consensus and trust, commitment, cooperation, teamwork, problem-solving, and effective settlement of disputes. This is according to Fatehi et al. (2015) who found a meaningful and positive connection between quality of work life and job satisfaction among sports instructors from Urmia.

Nia & Maryam Maleki (2013) examined the correlation between the quality of work life and organizational commitment among staff at the Islamic Azad University. The outcome showed that there was an affirmative connection between QWL and organizational commitment, of which the Foundation's commitment is the outcome of high QWL.

Bhuvaneswari, Sugunya and Vishnu Priya (2012) studied the work life quality among the staff of Neyveli Lignite Corporation Limited, Tamilnadu. The results revealed that most participants found their work, pay, and work environment satisfactory. All employees benefited, and the facilities were satisfactory. This proved the effectiveness of NLC's management efforts to motivate and raise the living standards of staff. Kulkarni (2013) reviewed the literature in the field of training and development on the quality of work life. He analyzed training and development in different fields and how it relates to quality work and life. He also found that staff training templates helped them to achieve better cooperation within the organization. Numerous studies have explored the quality of work life as listed below.

Author	Title of paper	Type of industries	Outcomes
Dousti, M., Abbasi, M., & Khalili, A. (2012).	Relationship between quality of work life and organizational commitment of employees of Youth and Sports Department of Mazandaran province	Sector of Youth and Sport	This paper aimed to determine the relationship between work life quality and organizational commitment of employees of Youth and Sport. The results point to that is a positive correlation between organizational commitments.
Amin, Z. (2013).	Quality of Work Life in Indonesian Public Service Organizations: The Role of Career Development and Personal Factors	Public service employee	This was a complementary study on the working life quality among public facility staffs. The results appeared to confirm that profession improvement and individual issues can enhance the working life quality of the employees.
Jofreh, M., Yasini, A., Dehsorkhi, H. F., & Hayat, A. (2013).	The Relationship Between EFL Teachers' Quality of Work Life and Job Motivation	Education sector (High school)	Examined the relationship between EFL teachers' quality of work life (QWL) and their job motivation in high schools. A significant relationship was found between QWL categories and job motivation.
Arif, S., & Ilyas, M. (2013)	Quality of work-life model for teachers of private universities in Pakistan	Private universities in Lahore	This study explored the different dimensions of the work life quality for the teachers and it showed the effects on life and position at work.
AFŞAR, S. T. (2015).	Impact of the Quality of Work-life on Organizational Commitment: A Comparative Study on Academicians Working for State and Foundation Universities in Turkey	Turkey Universities	To investigate the effect of the quality of working life on the organizational commitment. The findings detected that the quality of work-life gave an affirmative effect on the influential and standard commitment of the academicians working for both state and institution universities, whilst it gave a passive effect on the proceeding of commitment.
Gunawan, H., & Amalia, R. (2015).	Wages and Employees Performance: The Quality of Work Life as Moderator	Manufacturing company	This paper aims to determine the impact of wages on employee performance, and moderated by the quality of work life. The results appeared a significant passive impact from the wages of employees on their performance. The passive impact of the wage, moderated by the quality of working life due to the effect of intrinsic motivation (the quality of working life) was stronger than the external drivers (wages).
BARKHA GUPTA, (2014)	A Comparative Study of Quality of Work Life in Nationalized and Private Banks	Banking Sector	To discuss the quality of work among workers in the nationalized banks and private. The study detected there is a significant difference occur between the QWL of the nationalization of private banks and employees.
Hassan, Narehan, at el (2015)	The Effect of Quality of Work Life (QWL) Programs on Quality of Life (QOL) Among Employees at Multinational companies in Malaysia.	Multinational companies	In this paper, the researchers studied the link between the work life quality programs and the quality of life (QOL) among the staff in multinational companies in Bintulu, Sarawak, Malaysia. The researchers found which the work life quality (QWL) programs influential the quality of life (QOL) among the staffs in the institution.
Nanjundeswaraswamy, T. S., & Swamy, D. R. (2015).	An Empirical Research on the Relationship between Quality of Work Life and Leadership Styles in SMEs	mechanical manufacturing SME	This study studied the connection between work life quality of staffs and approaches of leadership in the small and medium enterprises. The results displayed that there was a statistically significant connection between work quality and styles of leadership.
Mohammadi, H., & Shahrabi, M. (2013)	A study on relationship between quality of work life and job satisfaction	Two governmental activities in Iran (Supreme Audit Court and Interior Ministry)	This was a statistical study to test the effect of quality work life on work satisfaction. outcomes of the study confirmed the work life quality was correlated with job contentment in both institutions life relationships.

3. CONCLUSION:

This paper sought to increase our understanding of transformational leadership and the environment of quality work life. The present study provides information on former research and expands our understanding of the mechanisms via the role of transformational leadership and the environment of quality work life from the view of multiple organizations. As noted from the listed literature, all studies disclosed that transformational leadership and organizational commitment were interrelated with work performance and job satisfaction. Thus, transformational leadership can affect the quality of life. Future research should examine more dimensions of quality work life with transformational leadership among small and medium enterprises as they play key roles in economic development.

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